

# **REHABILITATION RESEARCH REVIEW**

FUTURE ROLE OF REHABILITATION WORKSHOPS

An Annotated Reference List

16

Jerome R. Lorenz, Ph.D.

**A COOPERATIVE PROJECT**

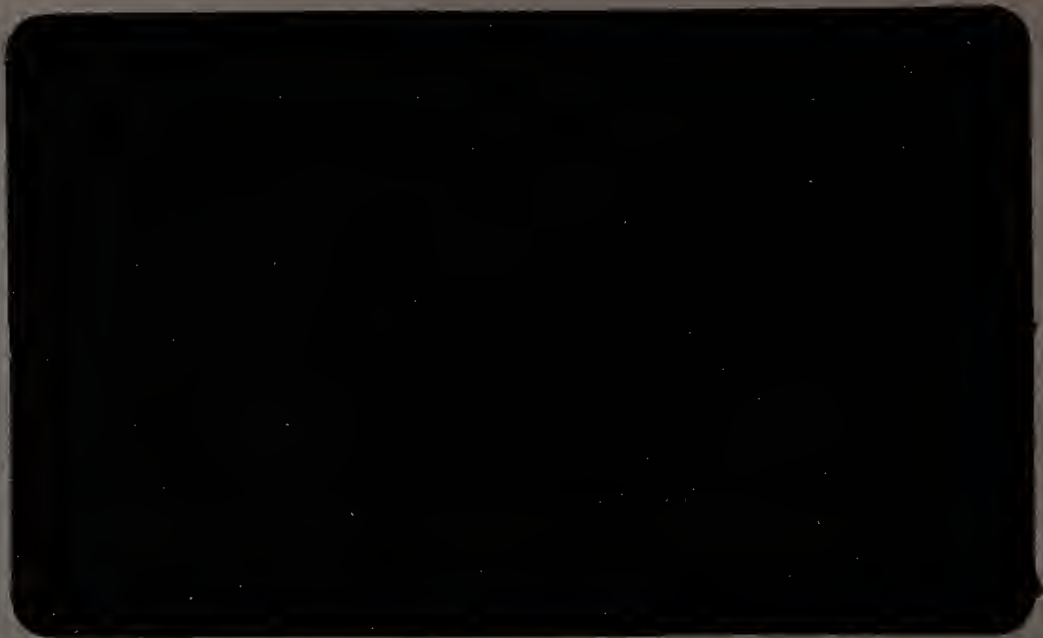


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FUTURE ROLE OF REHABILITATION WORKSHOPS

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REHABILITATION RESEARCH REVIEW  
Future Role of Rehabilitation Workshops

CONTENTS

Project Summary	ii
Description of Organizations	iv
FUTURE ROLE OF REHABILITATION WORKSHOPS	
Annotated Reference List	1
Description of Principals	26
Topics in the REHABILITATION RESEARCH REVIEW Series	28

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## REHABILITATION RESEARCH REVIEW

### PROJECT SUMMARY

"...Synthetic research involves reviewing the research literature available in some defined area of interest and summarizing and integrating the results into tentative conclusions regarding the current state of knowledge..."

(Bolton, 1974, p.10)

The REHABILITATION RESEARCH REVIEW project originates from the National Rehabilitation Information Center's (NARIC) 1983, National Institute of Handicapped Research (NIHR) contract. To assure quality research and the maximum participation of professionals in the field of rehabilitation, NARIC invited the National Council on Rehabilitation Education (NCRE) to serve as the project's co-sponsor.

REHABILITATION RESEARCH REVIEWS were initiated to create state-of-the-art reviews on a variety of rehabilitation topics.

Each of the REVIEWS consists of two parts:

- o an integrated, analytical literature synopsis, including the author's observations, conclusions, and recommendations for future research; and
- o an annotated reference list, including annotated bibliographic entries.

Each REHABILITATION RESEARCH REVIEW represents the individual author's opinions and not necessarily those of NARIC, NCRE or NIHR.

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Bolton, B. Introduction to Rehabilitation Research. Springfield, IL:  
Charles C. Thomas, 1974.





However, this type of synoptic research provides professionals with an opportunity to reflect upon the strengths and weaknesses of the research available in each subject area, and thus, offers valuable feedback to NIHR as well as to the larger rehabilitation community.

This project also stands as a model of cooperative efforts. The co-sponsorship between NARIC and NCRE strengthened the substantive value of each of the final documents. The printing contribution by The Xerox Corporation greatly increased the dissemination possibilities for the entire project. Xerox's donation of services to REHABILITATION RESEARCH REVIEWS demonstrates the Corporation's continuing dedication to active involvement in public sector projects.

These collaborative efforts are important because of the intrinsic value of the project. Each REHABILITATION RESEARCH REVIEW takes a new step in the utilization of available research. The sheer volume of research studies conducted as well as the variety of publication sources can make the use of this information a complex and time consuming process. By closing the gap between the producers and consumers of knowledge and technology, it is hoped that REHABILITATION RESEARCH REVIEWS will help to avoid duplication of research efforts and will significantly add to the possibility for innovative applications of research information.



## THE NATIONAL REHABILITATION INFORMATION CENTER

The National Rehabilitation Information Center, NARIC, is a rehabilitation research library located at The Catholic University of America (CUA) and funded by The National Institute of Handicapped Research, (NIHR), of the U.S. Department of Education. Established in 1977, NARIC's goals are to:

- o Facilitate dissemination of rehabilitation information;
- o Promote utilization of rehabilitation research;
- o Serve as an archive for NIHR and Rehabilitation Services Administration (RSA) documents; and
- o Make information on assistive devices available to professionals serving disabled persons, researchers, and disabled consumers.

In sponsoring the REHABILITATION RESEARCH REVIEW, NARIC's responsibilities included identifying and selecting authors; developing author guidelines; providing each author with topical bibliographic searches of REHABDATA and other relevant databases, as well as supplying a variety of supplemental resources. NARIC staff wrote citations and annotations and supplemental materials for each document in addition to serving as editor and publisher.

NARIC will house and distribute the REHABILITATION RESEARCH REVIEW documents.



## THE NATIONAL COUNCIL ON REHABILITATION EDUCATION

The National Council on Rehabilitation Education (NCRE), is a professional organization composed of over 500 educators, trainers, and staff development specialists which represents over 180 academic training programs and research projects related to the field of rehabilitation education. NCRE is dedicated to quality services for persons with disabilities, ensured by high standards of pre-professional education, continuing education for practicing rehabilitationists, and ethical standards. The organization also lobbies on behalf of enabling legislation and supports mechanisms needed to maintain quality services such as accreditation, certification, professional literature, and the like.

Participation in the REHABILITATION RESEARCH REVIEW Project provided NCRE members an opportunity to further their organizational goal of "utilization and application of rehabilitation research." NCRE authors and members of the Advisory Committee volunteered their time and expertise to the project.

Dr. Kenneth W. Reagles, NCRE Advisory Committee Chair, assisted the NARIC REHABILITATION RESEARCH REVIEW Project Director with selection of topics and authors, as well as consulting with authors regarding substantive research issues. The NCRE Advisory Committee provided a peer review of the final documents.





## THE NATIONAL INSTITUTE OF HANDICAPPED RESEARCH

The National Institute of Handicapped Research (NIHR), a part of the Office of Special Education and Rehabilitation Services of the U.S. Department of Education, provides leadership and support for a national and international program of comprehensive and coordinated research regarding the rehabilitation of disabled persons. The Institute's mission also encompasses the dissemination of information concerning developments in rehabilitation procedures, methods and devices to improve the lives of persons of all ages with physical and mental disabilities, especially those who are severely disabled.

The Institute carries out its mission through a variety of programs including:

- o The Research and Demonstration Project
- o The Research and Training Centers
- o The Rehabilitation Engineering Centers

The REHABILITATION RESEARCH REVIEW project is a component part of the Institute's goal of transforming research knowledge into comprehensive documents for dissemination and utilization. Thus, NIHR funded NARIC to develop and implement the REVIEW project. NIHR staff specialists provided a review of the documents prior to publication. Additionally, in the continuing effort for coordination and cooperation among federal agencies, staff specialists from the Rehabilitation Services Administration (RSA) also participated in reviewing the documents.



# **FUTURE ROLE OF REHABILITATION WORKSHOPS**

An Annotated Reference List





## **FUTURE ROLE OF REHABILITATION WORKSHOPS**

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## INTRODUCTION

This REHABILITATION RESEARCH REVIEW provides an annotated reference list on the Future Role of Rehabilitation Workshops. Annotations on 103 documents are provided relevant to a wide variety of administrative functions, including contract procurement, personnel practices, program evaluation and rehabilitation programming. Although a number of literature sources are represented, one-third of the documents were drawn from the Journal of Rehabilitation Administration, one of the most significant literature sources on this topic.

Jerome R. Lorenz, the author of the REHABILITATION RESEARCH REVIEW, died in a tragic plane crash prior to completing the project. At the time of his death he had compiled the annotated reference list but had not yet completed the analytical synopsis and recommendations for future research. Consequently, the insights regarding this body of literature, which he could have so ably provided, are not available, and only the annotated reference are included here.



## FUTURE ROLE OF REHABILITATION WORKSHOPS

### ANNOTATED REFERENCE LIST

Ashfahl, C. R. Sheltered workshop management. Journal of Rehabilitation, 1971<sup>©</sup>, 37(5), 17-19; 40.

Describes some common problems facing managers of sheltered workshops such as underpricing or taking on too many clients. Topics of discussion include systems management, a system for tools, measuring production, and contract pricing.

Baker, F. M. Five years later - the 1973 mandates and rehabilitation facilities. Journal of Rehabilitation Administration, 1978, 2(3), 87-94.

Attempts to identify sections of the Rehabilitation Act of 1973 that have had direct implications for rehabilitation facilities. Describes services made available to facilities as a result of the Act, including continuing education and materials development. Also discusses areas for further service. Includes references.

Barry, P. C. The use of budgeting as a management tool in rehabilitation. Journal of Rehabilitation Administration, 1981, 5(3), 85-91.

Contemporary financial and budgeting techniques are discussed as they apply to the need for program accountability in rehabilitation. Program planning and budgeting systems, zero-based budgeting, and cost-effectiveness analysis are examined. One implication for the future involves gaining an advantage in the competition for funding. Includes references.

Berger, M., & Potter, K. The adjunct consumer group. Community Mental Health Journal, 1976, 12(1), 52-60.

Describes the Problems Anonymous Action Group (PAAG), a non-profit corporation of consumers of mental health services in Ogden, Utah. PAAG provides housing, nutrition and health assistance for people with chronic mental health problems and alcoholism. A sheltered work team organizes day activities for clients, some of whom are placed in sheltered workshops. Social activities and classes are also a part of PAAG's program.





Bradley, L. J., & Warrenfeltz, R. B. The job module: An alternative approach to contract procurement, training and curriculum development. Education and Training of the Mentally Retarded, 1981, 16(4), 288-293.

The work activity center (WAC) has been severely criticized in recent times for its inability to provide clients with an adequate work component. This work addresses the problems inherent in the centers. A job module is proposed.

Brickey, M., Browning, L., & Campbell, K. Vocational histories of sheltered work shop employees placed in projects with industry and competitive jobs. Mental Retardation, 1982, 20(2), 52-57.

Job placement histories of 73 sheltered workshop employees placed in projects with Industry (PWI) on competitive jobs in calendar year 1978 are examined during a 30 month period. Of the 27 people placed in PWI positions, 48% were subsequently placed in competitive jobs. Of the 53 competitive placements in 1978, 60% were competitively employed by 7-1-80. Job variables such as structure appear to be more important to job success than employee demographic variables such as I.Q. Two alternatives to individual job placements are discussed. (Author)

Brown, L. F. Guidelines for procuring work contracts for sheltered workshop clients (Abstract). Rehabilitation Literature, 1979, 40(3), 92-93. (ERIC Document No. EJ188812)

Abstract of an article published in Career Development for Exceptional Individuals, Fall 1978, pp. 88-96. Summarizes the areas of skill needed to organize the efforts of a sheltered workshop in obtaining contracts to perform work according to an employer's specifications. The article includes sample contracts and client payroll sheets.

Button, W. A. Comparative analysis of rehabilitation organizations: A taxonomic approach (Final Report). Ithaca, NY: Cornell University, Rehabilitation Research Institute, 1971. (NARIC Call No. 03375)

Reports on a study of 123 sheltered workshops designed to develop an institutional view of workshops as a class of organizations within the larger class of rehabilitation facilities, and to identify differences between types of workshops. Describes methodology, strategy for collection of data, and implications of the research. Includes a bibliography.



Button, W. H., & Lubow, B. K. Production systems in sheltered workshops (Research Report Series, No. 6). Ithaca, NY: Cornell University, Rehabilitation Research Institute, 1971. (NARIC Call No. 01975)

Examines the types of jobs performed in sheltered workshops, as well as the production and management systems by which they are organized. Also discusses financial aspects of workshop production operations. Presents data from a survey of 123 sheltered workshops, and discusses implications of the findings in terms of the relationships between aspects of the production system.

Carter, J., Shinnick, M., & McDaniel, R. S. The impact of in-service training in rehabilitation facility administration. Journal of Rehabilitation Administration, 1981, 5(4), 144-147.

To assess the impact of a one-week training program on personnel management for facility administrators, a study was done using two groups which received essentially the same training and a control group which did not receive training. Post-training questionnaires revealed an improvement in participant performance which was not dependent on prior training or management experience.

Cho, D. W., & Schuermann, A. C. An employment model of severely handicapped persons: Centre Industries, Sydney, Australia. Journal of Rehabilitation Administration, 1980, 4(4), 157-164.

This paper presents a detailed description of the concept and operating characteristics of Centre Industries in Sydney, Australia, a rehabilitation organization receiving the serious attention of the international rehabilitation community because of its unique approach to employing severely physically disabled persons. This paper provides a presentation of the private and social costs of employing disabled individuals at Centre Industries in order to examine the organization's financial viability and economic efficiency from the standpoint of society.

Christian, W. P. Programming quality assurance in residential rehabilitation settings: A model for administrative work performance standards. Journal of Rehabilitation Administration, 1981, 5(1), 26-33.

Presents a model for use in developing work performance standards for administrators of residential rehabilitation programs. The model is designed to address the essential requirements of quality control in ensuring that administrators utilize an organizational framework consistent with existing standards and legal mandates





regarding the provision of residential education and rehabilitation services. Procedures for developing such "quality controlled" work performance standards for other personnel in the residential rehabilitation program are also discussed. (Author)

Christian, W. P. The biannual report: A model for structuring human service program evaluation and dissemination. Journal of Rehabilitation Administration, 1981, 5(3), 108-114.

Describes a progress report procedure used successfully in maintaining support for a human service program by its Board of Trustees and concerned state officials. Procedure also provides an organizational structure for program evaluation. The procedure involves soliciting feedback concerning the preferred design of the progress report; completing and disseminating the report as per the preferred format; and soliciting evaluative feedback concerning the report after it has been disseminated.

Commission on Accreditation of Rehabilitation Facilities. Evaluating evaluation systems: A training manual on program evaluation standards for CARF site surveyors. Chicago: Author, 1974. (NARIC Call No. R01176)

Materials designed to assist the field surveyors of the Commission on Accreditation of Rehabilitation Facilities (CARF). Surveyors use the manual to apply CARF standards to facilities, and to assist facilities in developing their own program evaluation systems. Includes an index of standards and criteria statements.

Commission on Accreditation of Rehabilitation Facilities. Program evaluation: A first step. Tucson, AZ: Author, 1976. (NARIC Call No. R01677)

This booklet introduces the concept of program evaluation to rehabilitation facilities. Explains benefits of program evaluation, its possible impact, the need and search for information, resources and structures which help develop an evaluation system, and how to synthesize a work plan. The goal is to provide continuous information on results of services. Includes sample evaluation and bibliography.

Commission on Accreditation of Rehabilitation Facilities. Program evaluation in work activity facilities. Tucson, AZ: Author, 1979. (NARIC Call No. R01212)



Designed to help facilities that have an emphasis on work activities meet accountability demands by implementing a program evaluation system. Outlines major elements of such a system and presents a model. Appendices chart the goals and objectives of several work activity centers.

Commission on Accreditation of Rehabilitation Facilities. Standards manual for facilities servicing people with disabilities. Tuscon, AZ: Author, 1983. (NARIC Call No. R1648)

Lists accreditation criteria, standards for programs and services, glossary of terms, accreditation policies and procedures, resource documents required for survey, and guidelines and specifications for program evaluation. Discusses organization, staffing, fiscal management, physical facilities, and specific types of programs and services.

Comptroller General of the United States. Stronger federal efforts needed for providing employment opportunities and enforcing labor standards in sheltered workshops. Washington, DC: U.S. Government Printing Office, 1981. (NARIC Call No. R01042) (NTIS No. PB82-117144)

Report of a study undertaken by the General Accounting Office to review the role of the sheltered workshop, focusing on provisions of the Fair Labor Standards Act and the federally sponsored procurement program of the Wagner - O'Day Act. Makes recommendations to the Congress and the Secretary of Labor to simplify and amend current legislation and to strengthen enforcement. Also includes the Department of Labor's comments on the proposals. Covers subminimum wage, relationship of workshops to private industry, and the enforcement of standards. Includes tables, lists of workshops visited, bibliography and statistics.

Cooper, P. G., & Davis, S. Case flow modeling: A program management innovation for planning services to the severely disabled. Journal of Rehabilitation Administration, 1979, 3(1), 22-28.

Discusses the usefulness of case flow modeling in the planning, management and evaluation of programs. The model used for illustration takes into consideration the difference between the case flow characteristics of severely and non-severely disabled clients, as well as differences in resources required to serve each group.





Cull, J. G., & Hardy, R. E. (Eds.). Administrative techniques of rehabilitation facility operations. Springfield, Illinois: Charles C. Thomas, 1974. (NARIC Call No. R0180)

This text presents thirteen chapters written by individuals in the field of rehabilitation facility operations. Topics include administration of the sheltered workshop, personnel administration, training, staff development, legal aspects, standards, engineering, fiscal management, accounting systems, residential facilities, contracting, the comprehensive facility and utilization of consultation.

Dale, B. E., & McDonald, A. A., Sr. Toward a comprehensive philosophy of personnel performance appraisal in rehabilitation facilities. Journal of Rehabilitation Administration, 1982, 6(2), 80-88. (NARIC Call No. J0885)

Reviews the literature regarding personnel performance appraisal, and discusses options available to administrators of facilities in approaching this task. Describes possible benefits to be gained for a commitment of time and effort to the development of an appraisal system.

DeSimone, A. Industry's commitment to V.R. Social & Rehabilitation Record, 1974, 1(5), 23-27.

A discussion of the Projects with Industry approach to implementation of social policy. Describes model programs developed by Fountain House, a New York City psychiatric rehabilitation center, and by the Human Resources Center of Albertson, Long Island, New York.

Dolnick, M. M. Contract procurement practices of sheltered workshops. Washington, D.C.: U.S. Government Printing Office, 1969. (Originally published, 1963.) (NARIC Call No. 0710)

Produced as the result of a three-year study by the National Society for Crippled Children and Adults, Inc., this book describes the procurement practices of 35 sheltered workshops, discusses conclusions relevant to the interests of professional and technical personnel, and includes sections of practical guidelines for newly organized operations. Includes references.

Elston, R. R. Attitudes toward disabled persons as expressed by state and private rehabilitation personnel (Doctoral Dissertation,





Oklahoma State University, 1981). Dissertation Abstracts International, 1981, 42(5), 2030A.

Compares professional attitudes toward disabled persons of Oklahoma state and private rehabilitation programs. Investigates the influence of demographic variables such as education, experience and disability on these attitudes. No differences were found between attitudes of the several professional groups studied, but demographic factors were shown to influence attitudes.

Emener, W. G., Luck, R. S., & Smits, S. J. (Eds). Rehabilitation Administration & Supervision. Baltimore, MD: University Park Press, 1981. (NARIC Call No. R1186)

Overview of rehabilitation management and supervision in the past, present and future. Discusses the skills, expertise, problems and methods that can and are used in rehabilitation facilities and agencies today.

Esser T. J. The workshop environment: Some essential considerations (Abstract). Rehabilitation Literature, 1975<sup>o</sup>. 36(8), 266.

Abstract of an article published in Vocational Evaluation and Work Adjustment Bulletin, March 1975, Vol. 8, No. 1, pp. 31-35.

Summarizes the article's discussion of the balance needed in sheltered workshops between protective support and a reality-based point of view. The work environment of the center should closely resemble the commercial environment, and workshops should emphasize the development of the clients' potential. Discusses business principles and learning theory useful to workshop personnel.

Fields, S. Supported work: Hammering it home. Innovations, 1978, 5(1), 10-12.

Describes the Supported Work Program (SWP) developed in central Wisconsin by Advocap, a community-action agency. Mentally ill or emotionally disturbed persons receive on-the-job training while earning a salary in secretarial work, printing, or furniture repair in a setting similar to a traditional sheltered workshop. However, some participants provide home maintenance, repair and winterizing for needy customers, who pay according to their ability.

Galloway, R. N., Bender, C. W., & Thompson, J. M. Development of a standard accounting system for sheltered workshops and rehabilitation centers (Final Report). Washington, DC: Goodwill



Industries of America, Inc., 1975. (NARIC Call No. 01791)

The purpose of the research and demonstration project was to refine and expand the standard accounting reporting system so that it would be applicable to all sheltered workshops and rehabilitation centers in conformity with the Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations. (Author)

Gilberston, A. D. Contract bidding for rehabilitation facilities. Menomonie, WI: University of Wisconsin - Stout, Materials Development Center, 1980. (NARIC Call No. 04326)

Outlines the essential elements of an accurate bid for subcontract work by a sheltered workshop, including issues to be resolved and factors to be considered before arriving at a bid price. Both overbidding and underbidding are to be avoided, to prevent either loss of the contract or loss of profit. Includes bibliography.

Good, A. W. Supervision: The key to good management. Journal of Rehabilitation, 1974<sup>©</sup>, 40(6), 13-14; 30-31; 42.

This conceptual article deals with the types of leadership and the roles of a supervisor as an interaction of the supervisor's total personality and the obtainable success as a supervisor. Describes a classification of leadership styles, such as the aristocrat, the bureaucrat and the diplomat, developed through application of behavior theory. Training, orientation and delegation are among the roles discussed. Includes references.

Graham, C. S. The supervisor's role in the performance appraisal process. Journal of Rehabilitation Administration, 1981, 5(4), 170-178.

Describes the roles and responsibilities of supervisor and employee in the context of their interaction in the work environment. Discusses the supervisor's appraisal of a subordinate's performance as a process which is classified into such areas identified as the orientation interview, observation, evaluation, final evaluation conference, and development of an individual plan. Includes references.

Graham, C. S., Dabney, R. L., & Silverstein, G. H. The chief executive officer and the board of directors: Survival skills for the 80's. Journal of Rehabilitation Administration, 1982, 6(4), 198-206.





This article emphasizes the importance of a board of directors for a non-profit organization, and describes management tools available to administrators in increasing the board's contribution. Areas of concern and innovative ideas are presented from the authors' experiences.

Greenhalgh, L. Trends in the legal status of unions of staff members in rehabilitation workshops. Journal of Rehabilitation Administration, 1978, 2(1), 10-15.

Discusses trends in the unionization movement as they relate to workshops, and explains the differing regulations applied by the National Labor Relations Board to workshops, depending on whether they are considered normal business enterprises, educational institutions or health care facilities. Suggests strategies for dealing with unionization and discusses implications of the legal restrictions that apply.

Greenleigh Associates, Inc. The role of the sheltered workshops in the rehabilitation of the severely handicapped. New York: Author, 1975. (NARIC Call No. 03701 [Vol. I]; NARIC Call No. 0365, [Vols. II & III])

Report of a three-year study of sheltered workshops designed to assess professional practices, determine client and facility characteristics, assess the effectiveness of workshop systems, and discuss current and alternative roles and training methods for workshops. Volume I is the Executive Summary: Volume II contains major findings and conclusions: Volume III contains more detailed findings and two supplementary reports on innovative practices and international aspects.

Greenwood, R., Marr, J. N., Roessler, R. T., & Rowland, P. S. The social climate of a rehabilitation center: Implications of organizational development. Journal of Rehabilitation Administration, 1980, 4(1), 20-25.

Recommends the assessment of social climate as an efficient method for administrators of facilities to collect information useful in program evaluation and development. In a study of a large, comprehensive rehabilitation center, an instrument was used to assess staff and client perceptions regarding aspects of the environment. Results were used in planning systematic change within the center.





Hafer, M., & Riggan, T. Hiring guidelines for rehabilitation facilities. Journal of Rehabilitation Administration, 1981, 5(4), 155-160.

In an effort to assist rehabilitation administrators and supervisors to hire new workers in a non-discriminatory manner, a summary, explanation, and discussion of the current uniform set of guidelines from the Equal Employment Opportunity Commission (EEOC) are detailed. In addition to the overview, standards and procedures are examined which assist managers in providing accountability for their hiring practices. (Author)

Hall, R. L. The administration and the board of directors: A troubled relationship: Journal of Rehabilitation Administration, 1982, 6(3), 128-132. (NARIC Call No. J0900)

Discusses problems between facility administrators and their boards of directors in terms of role confusion and lack of information on the part of board members, and describes the impact of these problems on problem solving and decision making. Board training as a solution to these conflicts is proposed, with ideas about curriculum and procedures. Includes a literature review.

Hargreaves, B. J. A., & Peach, L. H. Social responsibility: The investment that pays off. Personnel Management, 1976, 8(6), 20-24.

Addresses the concept of social responsibility which can be used to promote community programs such as sheltered workshops. Valuable professional services are seen as a possible resource to be used by human service programs.

Harvey, R. F., & Jellinek, H. M. A team approach to comprehensive medical rehabilitation. Journal of Rehabilitation Administration, 1982, 6(3), 134-139. (NARIC Call No. J0901)

The team concept, though not new to medical rehabilitation patient care, is new in terms of managing organizational operations. The structure and effects of a team approach to operations management in addition to team patient care are described. Participative team management has allowed the orderly and continued growth of an interdisciplinary rehabilitation program in a hospital setting. Key to the concepts presented is respect for team decision making in both administrative and patient care issues. (Author)



Hawley, I. B., Lorenz, J. R., & McDonald, A. A. Rehabilitation administration: Fact or fiction: A symposium. Journal of Rehabilitation Administration, 1977, 1(4), 24-39.

This symposium sought to survey the state of the art of rehabilitation administration. Following a historical outline of the development of the field, experts in business, public, and rehabilitation administration presented their points of view with special reference to the knowledge base and training and research needs of the discipline. The concept of professionalization was discussed and an attempt was made to assess the status of rehabilitation administration in terms of Brubaker's (1977) adaptation of Greenwood's (1966) model. It was concluded that, while not yet fully a profession, rehabilitation administration is well on its way to professionalization. (Author)

Hay, W. E., & Spoonster, J. Organizational development and the administration of change: A case study in rehabilitation. Journal of Rehabilitation Administration, 1977, 1(1), 28-36.

Reviews the literature on organizational development, defined as a description of how, and how well, an organization adapts to internal and external changes. Includes a case study based on experiences of the Manhattan Valley Rehabilitation Center. It is concluded that the success of changing people and organizations depends on the use of effective methods of implementing change.

Houston, W. S., Jr. The separation of rehabilitation from production costs in the vocational rehabilitation workshop (Doctoral Dissertation, North Texas State University, 1972). Dissertation Abstracts International, 1972, 33(8), 3863A.

This paper explores the problem of joint costs in rehabilitation workshops, both from the point of view of accounting theory and practice and from the perspective of the workshop environment. Discusses objectives involved in separating rehabilitation costs from production costs including performance judgements, resource allocation, contract pricing, and pricing of rehabilitation services. Cost allocation and other approaches to the problem are presented.

Hull, T. Developing and marketing a prime product. American Rehabilitation, 1979, 4(3), 12-25.

The author is Executive Director of the Caro Creations Group in Caro, Michigan, a sheltered workshop which produces and markets





## EMPLOYMENT

### Selected References Compiled by Allison M. Bergmann

At the present time we cannot release our materials on loan or provide photocopying services, but we encourage you to discuss with your local library the various ways, such as inter-library loan, that you might be able to obtain any titles on this bibliography. You are also invited to visit our facilities to do research on-site.

- HV1571      Agrawal, Rita. "Psychosocial Factors in Mainstreaming  
VIB              Visual Impaired Adults." JOURNAL OF VISUAL  
                    IMPAIRMENT & BLINDNESS, Vol. 86, No. 2, February  
                    1992. pp. 126-148.
- HD7256      Barcus, Michael; et. al. SUPPORTED EMPLOYMENT IMPLE-  
B235              MENTATION ISSUES NOVEMBER 1988. Richmond, VA:  
G875              Rehabilitation Research and Training Center, School  
                    of Education, Virginia Commonwealth University,  
                    1988. 145p.
- HV1571      Berkowitz, Monroe and Hill, M.A. (ed.). "Disability  
VIB              and the Labor Market: Economic Problems, Policies,  
                    and Programs," JOURNAL OF VISUAL IMPAIRMENT &  
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- HV1652      Bradfield, Anna L. and Tucker, Laurel A. WORKPLACE  
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W893              AND ACCOMMODATION: A STATE-OF-THE-ART PAPER.  
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- HV1571 Cotten, Paul D and Wade, John Philip. "A Demonstration  
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VIB California," JOURNAL OF VISUAL IMPAIRMENT &  
BLINDNESS, Vol. 79, No. 10, December 1985. pp.  
467-468.

November 1994



LC HV1711 N213

CAU National Industries for the Blind

TI A survey of blind direct labor workers employed in "industries for the blind" associated with National Industries for the Blind: a report of findings.

PLACE Wayne, NJ

PUB National Industries for the Blind

DATE 1988

PP 101p.

SUBJ Sheltered Workshops

; Workshops for the Blind

; Employers of the Handicapped

; Work Efficiency

; Surveys.

AE A survey of blind direct labor workers employed in "industries for the blind" associated with National Industries for the Blind: a report of findings.

; National Industries for the Blind

INPUT 28-Jul-88

LC HV1711 N213 R299

CAU National Institute for the Blind

TI Report on sighted labour in workshops for the blind

SER National Institute for the Blind Bulletins, No. 8

PLACE London, England

PUB National Institute for the Blind

DATE 1934

PP 22p

SUBJ Sheltered Industries

; Workshops for the Blind

; Rehabilitation Programs

INPUT 25-dec-90

LC HD7256 R643

CAU Greenleigh Associates, Inc.

TI The role of the sheltered workshops in the rehabilitation of the severely handicapped

ED Second Printing

PLACE New York

PUB Greenleigh Associates

DATE 1976

PP xxiv, 467p

NOTES Not specifically on blindness.

SUBJ Sheltered Industries

; Workshops for the Blind

; Rehabilitation Programs

INPUT 25-dec-90



LC HV1710 C767  
AU Conte, Luca E  
CAU National Rehabilitation Information Center  
; National Council on Rehabilitation Education  
TI Sheltered employment services and programs  
SER Rehabilitation Research Review #11  
PLACE Washington D.C.  
PUB National Rehabilitation Information Center  
DATE 1983  
FMT Mimeographed Copy  
PP vi, 59p  
NOTES Not specifically on blindness.  
SUBJ Sheltered Industries  
; Workshops for the Blind  
; Rehabilitation Centers  
; Placement of the Handicapped  
AE  
INPUT 02-SEP-88

LC HV1710 D561  
AU Dickman, Irving R  
TI Creating jobs changing lives: the Wagner-O'Day Act and the  
workshops for the blind 1966 - 1988  
PLACE [New York]  
PUB National Industries for the Blind  
DATE [1988]  
PP 127p.  
NOTES Foreword by Senator Jennings Randolph  
; Preface by George J. Mertz  
SUBJ Employers of the Handicapped  
; Sheltered Workshops  
; Workshops for the Blind  
; Legislation on Blindness  
; Blind in Industry  
AE Creating jobs changing lives: the Wagner-O'Day Act and the  
workshops for the blind 1966 - 1988.  
; Randolph, Senator Jennings  
; Wagner-O'Day Act  
; National Industries for the Blind  
; Mertz, George J.  
INPUT 28-Jul-88





LC HD7256 G174  
AU Gardner, James F  
; Chapman, Michael S  
; Donaldson, Gary  
; Jacobson, Solomon G  
TI Toward supported employment: a process guide for planned change  
PLACE Baltimore, MD  
PUB Paul H. Brookes Publishing Co  
DATE 1988  
PP ix, 162p.  
NOTES Not specifically on blindness.  
SUBJ Sheltered Industries  
; Workshops for the Blind  
; Placement of the Handicapped  
; Blind in Industry  
; Employers of the Handicapped  
AE Toward supported employment: a process guide for planned change  
INPUT 28-Jul-88

LC HV1711 L887 F989  
AU Lorenz, Jerome R  
CAU National Rehabilitation Information Center  
; National Council on Rehabilitation Education  
TI Future role of rehabilitation workshops  
SER Rehabilitation Research Review #16  
PLACE Washington D.C.  
PUB National Rehabilitation Information Center  
DATE 1983  
FMT Mimeographed Copy  
PP vi, 27p  
NOTES Not specifically on blindness.  
SUBJ Sheltered Industries  
; Workshops for the Blind  
; Rehabilitation Centers  
; Bibliographies  
ABS This REHABILITATION RESEARCH REVIEW provides an annotated reference list on the Future Role of Rehabilitation Workshops. Annotations on 103 documents are provided relevant to a wide variety of administrative functions, including contract procurement, personnel practices, program evaluation and rehabilitation programming. Although a number of literature sources are represented, one-third of the documents were drawn from the Journal of Rehabilitation Administration, one of the most significant literature sources on this topic.  
INPUT 12-sep-88



LC HV1575 Or8 1986  
CAU Orissa Association for the Blind  
TI Report on the seminars for the year 1986 & 1987  
PLACE Bhubabeswar [India]  
PUB Orissa Association for the Blind  
DATE 1987  
FMT In two parts  
PP [44p]  
SUBJ India  
; Community Services  
; Conferences  
; Workshops for the Blind  
; Education  
AE Institute of Engineers, Sachivalya Marg.  
AN Mohanty, Niladri - Blind Welfare and Mass Participation  
; Mohapatra, Niladri Nath - Services to the Handicapped in Koraput  
District ; Baptist, Bro. John - Blind Welfare in Orissa and the  
Participation of the blind - a review and forecast  
INPUT 4-Nov-88

LC HD7255 A153 P936  
AU Allen, Harry A  
; Falvo, Donna R  
CAU National Rehabilitation Information Center  
; National Council on Rehabilitation Education  
TI Principles and Practices of Vocational Rehabilitation with  
Persons with Hidden Disabilities  
SER Rehabilitation Research Review #15  
PLACE Washington D.C.  
PUB National Rehabilitation Information Center  
DATE 1983  
FMT Mimeographed Copy  
PP vi, 53p  
NOTES Not specifically on blindness.  
SUBJ Vocational Training  
; Rehabilitation Programs  
; Sheltered Workshops  
; Bibliographies  
ABS This REVIEW discusses the general literature regarding hidden  
disabilities and the specific literature regarding cancer,  
cardiac illness, epilepsy and renal disease. The literature has  
been divided into three classifications: conceptual documents,  
reports of demonstration projects, and reports of empirical data  
based research.  
INPUT 13-Sep-88





LC HD7256 B235 G875

AU Barcus, Michael

; Griffine, Susan

; Mank, David

; Rhodes, Larry

; Mon, Sherril

TI Supported employment implementation issues November, 1988 PLACE  
Richmond, VA

PUB Rehabilitation Research and Training Center, School of  
Education Virginia Commonwealth University

DATE 1988

PP iv, 145p

NOTES Not specifically on blindness.

SUBJ Employers of the Handicapped

; Workshops for the Blind

; Work Efficiency

; Placement of the Handicapped

; Rehabilitation Programs

AE Rehabilitation Research and Training Center, School of Education  
Virginia Commonwealth University

AN Griffin, Susan and Michael Barcus - Issues Forum Mission and  
Development Pp1-11

; Kregel, John and Rebecca McDonald - Systems Change/Conversion  
Pp13-43 ; Shafer, Michael and Jan Nisbet - Integration and  
Empowerment in the Workplace Pp45-72

; Goodall, Patricia, Dale Verstegen and John Nietupski - In-State  
Economic Development and Marketing pp73-99

; Moon, Sherril and John Stern - Long Term Funding Pp101-120 ;  
Everson, Jane and Candace O'Neill - Technical Assistance and Staff  
Development in Supported Employment Pp121-137

; Mank, David - Issues Forum: a Change in Expectations Pp 139-145

INPUT 25-Jul-89

LC HV3011 B814 C767

AU Browning, Philip

; Litvin, Mark

; Thorin, Elizabeth

CAU National Rehabilitation Information Center

; National Council on Rehabilitation Education

TI Contemporary research on the vocational rehabilitation of  
persons with mental retardation.

SER Rehabilitation Research Review #14

PLACE Washington D.C.

PUB National Rehabilitation Information Center

DATE 1983

FMT Mimeographed Copy

PP vi, 55p

NOTES Not specifically on blindness.

SUBJ Vocational Training

; Mentally Retarded Blind

; Sheltered Workshops



LC HV1791 M694 S65  
AU Mitchell, Mary Ellen  
; Sink, Jack M  
CAU National Rehabilitation Information Center  
; National Council on Rehabilitation Education  
TI Process, issues, and needs in private-for-profit rehabilitation  
SER Rehabilitation Research Review #4  
PLACE Washington D.C.  
PUB National Rehabilitation Information Center  
DATE 1983  
FMT Mimeographed Copy  
PP vi, 46p  
NOTES Not specifically on blindness.  
SUBJ Agencies for the Blind  
; Rehabilitation Centers  
; Sheltered Workshops  
AE  
INPUT 09-sep-88

LC HD7256 Ar48  
AU Pankowski, Joe (Study Group Chairperson)  
; Rice, B. Douglas - University Sponsor  
TI Report from the study group on supported employment:  
implications for rehabilitation services.  
PLACE Hot Springs, AR  
PUB Arkansas Research and Training Center in Vocational  
Rehabilitation DATE 1985  
PP xi, 103p  
NOTES Not specifically on blindness.  
SUBJ Blind in Industry  
; Work Efficiency  
; Workshops for the Blind  
; Sheltered Industries  
; Transition Skills  
INPUT 31-DEC-90  
LI Employment

LC HV1893 P228  
AU Parker, Tom  
TI A look at "Workshops" for the blind in Russia  
SUBJ Russia  
; Sheltered Workshops  
INPUT 25-dec-90



LC HD7256 R828 R263

AU Ruch, Edward T

TI A Regional survey of employment issues and services affecting persons who are blind and visually impaired : perspectives of professionals PLACE [Washington, DC]

PUB [AFB Eastern Regional Office]

DATE 1992

PP xiv, 87 p. ; 29 cm.

NOTES Survey conducted in May 1991 in: Delaware, Kentucky, Maryland, Ohio, Pennsylvania, Virginia and West Virginia

SUBJ Employers of the Handicapped

; Surveys

; Sheltered Industries

; Workshops for the Blind

; Vocational Training

; Vocational Services

; Vocational Counseling

; Vocational Standards

; Agencies for the Blind -- Standards

; Rehabilitation Statistics

ABS Survey

AE American Foundation for the Blind. Eastern Regional Center INPUT

18-FEB-93

LI Employment

HOLD 2 c. (+ 2 c. in RC)

LC HV1710 Sm28

AU Smart, Lana (Compiler)

TI Recruiting qualified disabled workers: an employer's directory to placement services in the greater New York area

SER Project PREP Publication

PLACE Albertson, NY

PUB Research and Training Institute

; National Center on Employment of the Handicapped at Human Resources Center DATE 1981

PP xvii, 141p

NOTES Not specifically on blindness.

SUBJ Placement of the Handicapped

; Sheltered Workshops

; Rehabilitation Centers

; Directories

AE Human Resources Center

INPUT 16-Nov-88





LC HV1710 W423  
AU Wehman, Paul  
; Moon, M. Sherril  
; Wood, Wendy  
; Barcus, J. Michael  
; Everson, Jane  
TI Transition from school to work: new challenges for youth with  
severe disabilities.  
PLACE Baltimore, MD  
PUB Paul H. Brookes Publishing Co. Inc  
DATE 1988  
PP xvi, 315p.  
NOTES Not specifically on blindness.  
; Foreword by Susan Brody Hasazi  
SUBJ Employers of the Handicapped  
; Workshops for the Blind  
; Sheltered Workshops  
; Vocational Training  
; Rehabilitation Programs  
AE Transition from school to work: new challenges for youth with  
severe disabilities.  
; Hasazi, Susan Brody  
INPUT 28-Jul-88

LC HV1715 W587  
AU Whitehead, J.J (Chief)  
CAU Central Blind Rehabilitation Center  
TI Blind Center, Val Hines Il. 40th Anniversary 1948-1988  
PLACE Val Hines Il  
PUB Central Blind Rehabilitation Center  
DATE 1988  
PP [96p]  
NOTES Three articles have been selected to best tell the story of  
the founding and early years of the Central Blind Rehabilitation  
Center at VA Hospital, Hines Illinois.  
SUBJ Rehabilitation Centers  
; Workshops for the Blind  
; War-Blinded  
; History  
AE Veterans Administration Hospital, Hines Illinois  
AN Bledsoe, C. Warren - From Valley Forge to Hines: Truth old  
enough to tell. ; Malamazian, John D - The first 15 years at Hines  
; Koestler, Frances A - Chapter 17, The new breed. From the book,  
THE UNSEEN MINORITY, A SOCIAL HISTORY OF BLINDNESS IN AMERICA.  
INPUT 13-Dec-88



LC HV1711 W729

AU Winkley, Bill

TI World without workshops

FMT Unpublished manuscript

PP 17p

SUBJ Workshops for the Blind

; Sheltered Industries

; Rehabilitation Programs

; Placement of the Blind

INPUT 25-dec-90





hand-made furniture. The goal of the workshop's program is to develop participants into craft persons rather than assembly line workers, in order to provide meaningful as well as steady work.

Hunter, P. N., & Zuger, R. R. Coming face to face with rehabilitation. Personnel Journal, 1979, 58(1), 41-42; 55.

Describes a seminar designed to educate employees about rehabilitation. Disabled individuals are involved in the seminar, with the objective of developing in the employers an appreciation of the abilities of disabled persons.

Kelly, N. L. An evaluation of an integrated didactic and experiential training approach for the interpersonal skills of sheltered workshop supervisors (Doctoral Dissertation, North Texas State University, 1970). Dissertation Abstracts International, 1970, 32(2), 599A.

Evaluation of a three-day model training session designed to increase the workshop supervisors ability to communicate empathy, warmth and genuineness. Trainees gave the session a very positive evaluation, but the use of a "Relationship Inventory" used with trainees and a control group did not support the effectiveness of the model.

Lilly, K. L. Redefining the purpose of sheltered workshops. Amicus, 4(5 & 6), 227-228.

Sees trends in the costs of sheltered workshops, wages paid to participants, and the rate of placement in competitive employment to be an indication that most workshops which are apparently "work-oriented" are really maintenance programs. Discusses ideas about workshop structure, training, and work assignments aimed at improving the productivity of employees are presented, and implications for the legal perspective.

Lipson, Manuel J. The licensure and third-party certification of rehabilitation and chronic disease hospital. Journal of Rehabilitation Administration, 1978, 2(1), 27-30.

The controversies and current confusion in the licensure and third-party certification of rehabilitation and chronic disease hospitals in the United States are presented and discussed. Inconsistencies between federal and state legislation and regulations are emphasized. State and regional differences in private coverage also exist. The confusion is worsened by an overlapping of



rehabilitation and chronic disease care. The impact of pending legislation is reviewed. (Author)

Litvak, S. H. Determinants of sheltered workshop client satisfaction (Doctoral dissertation, University of Wisconsin-Madison, 1977). Dissertation Abstracts International, 1978, 38(11), 6538A.

Explores factors that determine the judgements of rehabilitation clients regarding the services they receive, including pay, training, transportation, supervision, and relationships with counselors and coworkers. Demographic characteristics and attitudes of clients were significant to varying degrees, while workshop characteristics had little correlation with client satisfaction. Discusses implications for rehabilitation and suggestions for further study.

Loosemore, F. Surveys of sheltered workshops and activity therapy centres in Australia funded under the Handicapped Persons Assistance Act (Brief Research Report). International Journal of Rehabilitation Research, 1980<sup>©</sup>, 3(2), 228-229.

This survey monitored the rehabilitation activities and the potential of funded facilities. It reports the demographics of the individuals, the assessment of programs, the resources used and the policy aspects.

Lorenz, J. R., Graham, C. S., Hashey, P. L., & Baker, R. J. Selected aspects of financial management in rehabilitation facilities: A resource manual. Washington, D.C.: National Association of Rehabilitation Facilities, 1981.

Presents the framework necessary for the development of fiscal management for rehabilitation facilities. Includes such topics as developing budgets, financial statements, cost-ratios and audits. Provides problem solving exercises at the end of each chapter to allow readers to assess their learning.

Lorenz, J. R., & Jaet, D. N. Utilizing data from a salary survey of rehabilitation facility personnel in the United States: 1978. Journal of Rehabilitation Administration, 1979, 3(4), 171-182.

A summary of the findings of a compensation survey of rehabilitation facilities in the United States is provided. Suggestions for the utilization of the data by rehabilitation administrators in rehabilitation facilities are discussed. Multiple Regression





Analysis was used as a statistical tool for analyzing the data.  
(Author)

Lorenz, J. R., Jaet, D. N., & Hawley, I. B. Factors contributing to salary differences for vocationally oriented rehabilitation facility personnel in Illinois. Journal of Rehabilitation Administration, 1978, 2(3), 96-106.

Describes a salary survey of vocationally oriented rehabilitation facilities in Illinois. The study was designed to obtain current data on compensation for rehabilitation facility personnel during the calendar year of 1977, and to analyze, using up-to-date techniques of compensation administration, the collective and separate contributions of several variables that determine salary differences for the various positions. Suggested applications of the method and results of the study are discussed. (Author)

Lynch, K. P., & Gerber, P. J. A survey of community sheltered facilities: Implications for mandated school program. Education & Training of the Mentally Retarded, 1980, 15(4), 264-269.

A survey examined admission barriers, client and disability variables, program content, and levels of school/agency cooperation in adult activity, work activity, and sheltered workshops in a midwestern state which has a representative urban-suburban-rural profile. Reported characteristics were based upon the returns of more than half of the state's 110 facilities. (Author)

Lyons, L. J. Three insurers take initiative on hiring through job path program. National Underwriter Property and Casualty Insurance, 1982, 86(49), 2; 14.

This article presents New York's Job Path trainees program, an alternative to the sheltered workshops for disabled workers. Insurance companies are given as employers in the examples of successfully placed previously sheltered work employee program.

Mallas, A. A. Current workshop practices: Strengths and weaknesses. Education & training of the mentally retarded, 1976, 11(4), 338-341.

Discusses the directions for the future developments in sheltered workshops, explores the history of workshops, and suggests their strengths and weaknesses.





Malone, E. A., Jr. The complete marketing manual for sheltered workshops. Westwood, NJ: E. A. Malone Assoc., Inc., 1977. (NARIC Call No. R0207)

This manual includes a discussion of the director, components of total marketing, development of the Total Awareness Plan, the Javits Wagner-O'Day program, mini state level programs, subcontracting, cost development, prime manufacturing, evaluation, and conclusions.

Malone, E. A., Jr. The marketing concept: A survival plan for workshops for severely handicapped people. Journal of Rehabilitation, 1976®, 42(4), 14-17.

Short article outlining some of the areas addressed in the Complete Marketing Manual (Malone, 1977). Discusses the under-employment of clients in sheltered workshops due to insufficient work being available in the workshops.

Martin, G., Pallotta-Cornick, A., Johnstone, G., & Goyos, A. C. A supervisory strategy to improve work performance for lower functioning retarded clients in a sheltered workshop. Journal of Applied Behavior Analysis, 1980, 13(1), 183-190.

Reports on an investigation of a strategy to aid the staff of an institution-based sheltered workshop in supervising lower functioning mentally retarded clients. Both clients and staff preferred working under the experimental conditions than under those usually found in a workshop setting, and all participants improved their productivity during the use of the experimental supervisory strategy.

Massenzio, S. Internal advocacy guidelines for rehabilitation professionals, parents and disabled adults advocating for the rights of all individuals with special needs. American Archives of Rehabilitation Therapy, 1981, 29(1), 1-5.  
Outlines the basic knowledge and skills required for effective advocacy. Provides information on techniques to help professionals, parents and disabled adults serve as advocates and program participants.

Massey, D. W. Micrographics as a workshop service. Journal of Rehabilitation, 1973®, 39(5), 26-27.

Micrographics are discussed as an alternative market for rehabilitation agencies and sheltered workshops. Describes



microfilm service and training program at Workshop V in Charlottesville, Virginia, includes sources of funding and examples of the service's clients.

McDonald, A. A., & Lorenz, J. R. Graduate curriculum and training delivery preferences of practicing rehabilitation facility administrators. Journal of Rehabilitation Administration, 1977, 1(4), 12-22.

Presents a model curriculum and specialized delivery system designed to provide a basis for the development of standards for accreditation of academic programs, certification of administrators, and identification of future research topics. Model based on reviews of the literature, and field surveys of facility administrators.

McMahan, R. S. An economist looks at the business of rehabilitation. Journal of Rehabilitation Administration, 1979, 3(4), 161-167.

Proposes that facility administrators consider the total business concept, which includes both production and sales. Program evaluation and concerns about value produced, which related to the production aspect, have received the attention of researchers, but little research has been done on the selling aspect of rehabilitation facilities. It is suggested that profitability could be an important key to competing for funding.

Melstrom, M. A. Social ecology of supervised communal facilities for mentally disabled adults: VII. Productivity and turnover rate in sheltered workshops. American Journal of Mental Deficiency, 1982®, 87(1), 40-47. (ERIC Document No. EJ267171)

Part of a series of articles on social behavior of mentally disabled adults, this paper looks at the effects of such variables as sociability and desire for affiliation on productivity and turnover among clients in sheltered workshops. Those terminated for positive reasons ranked higher in these areas than those who left for negative reasons, and sociability was found to have a positive effect on productivity. Discusses implications for client selection, therapy and training. Includes references.

Nelson, N. Workshops for the handicapped in the United States. Springfield, IL: Charles C. Thomas, 1971.





Discusses workshops in the United States including sheltered workshops, rehabilitation workshops and work centers, rehabilitation industries, work adjustment centers, and work training centers. Intends to explain workshop development and function. Suggests improvements and forecasts the future. Focus is on programs based on paid work.

Nichols, B. Middle management in rehabilitation facilities. Journal of Rehabilitation Administration, 1981, 5(4), 163-168.

Presents a discussion of the traditional pyramid organizational structure commonly used by rehabilitation facilities and the newer emerging matrix structure. The role and functions of middle management in both structures are presented. An emphasis is given to the development of job descriptions for middle managers constructed with expectations, stated in terms of outcome statements. (Author)

Nida, R. A., Walls, R. T., & Moriarty, J. B. The profile analysis technique (PAT) applied to rehabilitation facilities (Monograph Series 13). Dunbar, WV: West Virginia Research and Training Center, 1979. (NARIC Call No. 05218)

Discusses the use of the profile analysis technique (PAT) for visual display and analysis of data about vocational rehabilitation programs and facilities. PAT produces a chart that can show time, cost, percentage and demographic measures simultaneously.

Paquette, S. Hiring the handicapped: Fact and fantasy. The Labor Gazette, 1976, 76(4), 184-188.

Canadian publication that explores the environment of the disabled person seeking employment in Canada gives suggestions for changing the attitudes of employers.

Parham, J. D. Social-structural view of employment and the freedom to work concept. Journal of Rehabilitation Administration, 1980, 4(1), 5-9.

Relates employment of disabled persons to social-structural theory. Discusses the differences between U.S. and European approaches to the concept of the right to work. Implies that administrators' attitudes and assumptions are among the social-structural barriers to employment of disabled clients of rehabilitation services. Includes references.



Parham, J. D., & Wainwright, C. O. Funding and referral sources for vocationally oriented rehabilitation facilities. Journal of Rehabilitation Administration, 1978, 2(3), 110-113.

In a national survey on referral and funding sources for vocationally oriented rehabilitation facilities, the 147 respondents indicated that the average number of referral sources for a given facility was 4.4 while funding sources averaged 4.1. The range of funding and referral sources was 1-12, with a total of 20 different sources noted. The study indicated that while having multiple funding and referral sources is common practice among vocationally oriented rehabilitation facilities, there is no single source of information regarding the funding and referral sources available. (Author)

Redkey, H. A different kind of workshop. Amicus, 1979, 4(5 & 6), 270-272.

Discusses the need for permanent sheltered employment for severely disabled persons who cannot be placed in competitive employment. The utilization of management professionals, industrial engineers and personnel specialists is necessary, as are dependable subsidies.

Retention of sheltered workshop income. Amicus, 1979, 4(5 & 6), 279.

Reports on legislation in the state of Washington that allows developmentally disabled residents of state-funded nursing homes to keep wages earned in rehabilitation programs, within limits similar to those in social security regulations. The Department of Social and Health Services had attempted to set a much lower ceiling, with the remainder to be returned to the state to cover part of the cost of rehabilitation.

Riscalla, L. Could workshops become obsolete? Journal of Rehabilitation, 1974<sup>©</sup>, 40(6), 17-18; 36.

Addresses behavior modification and its use in workshops to obtain production. Suggests that alternatives need to be found which encourage independence and competitive employment. Includes references.

Rodger, B. Sheltered workshops and their future. Contact: The Quarterly Magazine of the Royal Association for Disability and Rehabilitation, No. 21, Autumn, 1979, 7-9.





Explores sheltered workshops in Liverpool, England, and the right to work of disabled persons. Expresses the need for a local "sheltered work coordinator" to tie together services for the employment of severely disabled people.

Rossit, E. A., Graybeal E. R. Sheltered workshop certification - state of Washington. Journal of Rehabilitation, 1971©, 37(3), 30-31.

Explores state mandated survey of rehabilitation sheltered workshops in the state of Washington. This survey preceded the Commission on Accreditation of Rehabilitation Facilities survey team.

Sacksteder, O., & Riggan, T. F. Unionization and the rehabilitation administrator. Journal of Rehabilitation Administration, 1982, 6(3), 141-147. (NARIC Call No. J0902)

An examination of the unique form of unionism which emerged to organize health care facilities. The development of this form of unionism, the favorable legislation fostering it, and some of the ambiguities it produced are reviewed. In an effort to remain impartial, a discussion of how to eliminate or deal with unions in rehabilitation facilities was initiated. Includes references.  
(Author)

Salkind, I. (Ed.). A case book in rehabilitation workshop problems. San Francisco: University of San Francisco, Rehabilitation Workshop Administration, 1968. (NARIC Call No. 04784)

A series of case studies of workshops which consulted a training program for workshop personnel (The Rehabilitation Workshop Administration) for technical assistance. Includes recommendations of consultants on problems such as accounting, bidding practices, client evaluation, productivity, and plant layout.

Sangia, R., & Robinson, W. G., Jr. Use of merit increase systems in rehabilitation facilities in southern Illinois. Journal of Rehabilitation Administration, 1979, 3(4), 185-191.

Reports on a survey of the use of merit increases in southern Illinois rehabilitation facilities. Seven of the twelve directors questioned used merit increases, but the concept was not well established or understood in their organizations. Further research in this area and training in the use of merit increases as a management tool for administrators are called for in the conclusion. Includes references and sample questionnaire.





Schalock, R. L., & Harper, R. S. Training in independent living can be done. Journal of Rehabilitation Administration, 1979, 3(3), 129-132.

A two-year follow-up study was conducted on 60 clients placed for a Community Based Mental Retardation program into their own apartments following systematic assessment and training independent living skills. Successful placement was associated with age, intelligence, and demonstrated competencies in personal maintenance, clothing care and use, socially appropriate behaviors, community utilization, and functional academics. Implications for independent living training in light of the new Vocational Rehabilitation legislation is discussed. (Author)

Selby, D. Accountability: Why and how. Challenge and responsibility of sheltered workshops and other rehabilitation facilities today. Journal of Rehabilitation, 1977<sup>©</sup>, 43(2), 25-27.

The need for accountability is discussed in the light of the failure of sheltered workshops to account for outcomes of the rehabilitation process through traditional data gathering. Professional operating standards, a standardized reporting system, and accreditation are among the topics addressed.

Shapiro, D. No bed of roses: An inside look at sheltered work. Disabled USA, 1981, 4(9-10), 19-20. (NARIC Call No. J0197)

The author is a visually disabled person who has worked in several sheltered workshops. He describes poor working conditions, earnings and benefits in many of these facilities.

Spaniol, L. A program evaluation model for rehabilitation agencies and facilities. Journal of Rehabilitation Administration, 1977, 1(3), 4-14.

Provides a comprehensive model of program evaluation to help rehabilitation agencies respond to pressures demanding accountability. Presents basic definitions and concepts. Areas stressed include practitioner involvement, advisory committees, and the need for multiple criteria in evaluation of programs. Includes tables and references.

Spry, B. Organization development and the developmentally disabled: The accreditation of a work experience facility. Mental Retardation, 1978, 16(5), 350-354.



Presents the background, the procedure, and methods of consultation used in establishing the accreditation of sheltered facilities.

Stern, W. F., Spiegel, A. D., Cohen, M. E., Gray, B. G., Hilburn, C.D., & Newman, E. Helping all the handicapped: State planning and vocational rehabilitation. Rehabilitation Literature, 1970®, 31(3), 66-73; 95.

Discusses the areas necessary for planning of state vocational rehabilitation service delivery, based on a report of the Massachusetts Vocational Rehabilitation Planning Commission.

Stubbins, J. Workshops for the handicapped: An annotated bibliography (No. 1: Covering the period 1955 to June 1964). Los Angeles: California State College at Los Angeles, Rehabilitation Counseling Program, 1964. (NARIC Call No. 04640)

Provides an annotated bibliography on sheltered workshops for disabled persons. Includes a statement on the literature, a book review of Contract Procurement Practices of Sheltered Workshops, (Michael M. Dolnick), and a report on the use of a consultant in sheltered workshops.

Summary of major findings of the U.S. Department of Labor Sheltered Workshop Study. Amicus, 1979, 4 (5 & 6), 276.

Reviews the important findings and recommendations of the U.S. Department of Labor Sheltered Workshops Study in the areas of population, compensation and benefits, program funding, work, and placement.

Szyarto, R., Carlson, B. A., Hellige, P., & Salyers, W. M. The effectiveness of tokens in increasing and maintaining promptness of work groups in a sheltered workshop. Rehabilitation Literature, 1976®, 37(4), 107-108. (ERIC Document No. EJ139491)

Investigates the effectiveness of a large scale token program in a sheltered workshop. A cost analysis was performed for clients, and staff behaviors observed. The program was found to be effective in changing behavior, and was neither expensive nor difficult to implement. Includes references.

Thibodeau, G. P. Implications of inservice training requests from





sheltered workshop paraprofessionals. Education & Training of the Mentally Retarded, 1981, 16(4), 310-313.

Addresses the role of sheltered workshops and examines staff perceptions of in-service needs as a measure of the needs and issues confronting sheltered workshop facilities in general.

Todd, H. C., & Decker, R. S. Applications of predetermined time standards in rehabilitation facilities: Journal of Rehabilitation Administration, 1978, 2(3), 126-131.

Describes the use of the Methods-Time Measurement System (MTM) in determining an individual's rate of performance in comparison with industrial standards. This can be helpful in determining pay levels, preparing contract bids, and verifying work samples. Includes tables based on research at the Emory University Research and Training Center, and references.

Todd, H. C., Chyatte, S. B., Decker, R. S. Predetermined time standards: Their application in workshop settings. Archives of Physical Medical Rehabilitation, 1979, 60(5), 222-226.

Discusses the use of Methods-Time Measurement (MTM) in projects at the Cerebral Palsy Center and the Rehabilitation Center in Atlanta, Georgia. MTM was useful in comparing the performance of disabled persons with that of able-bodied workers, and in verifying standards for work samples. Includes tables and references.

Underwood, M. Profits through patients; Supervising a handicapped labor force. Supervision, 1978, 40(11), 4-5.

Reports on a company which has found that disabled workers require longer training periods but produce good safety records, attendance and work attitudes. Eighty percent of this company's employees have mental or physical disabilities.

U.S. Department of Labor. Burden development procedures for sheltered workshops. Washington, DC: U.S. Government Printing Office, 1978. (NARIC Call No. R0198)

An outline of methods and considerations that can be used by sheltered workshops or work activities centers in compiling and developing overhead burden rates for cost estimates of subcontract work, prime manufacturing or providing services.



U.S. Department of Labor. Cost estimating procedures for sheltered workshops. Washington, DC: U.S. Government Printing Office, 1978. (NARIC Call No. R0221)

Outlines methods to be employed by sheltered workshops in developing cost estimates for subcontract work, manufacturing or providing services. Includes consideration of materials, cost, labor costs, and overhead expenses. An appendix contains definitions of terms used.

U.S. Department of Labor. Sheltered workshop study: A nationwide report on sheltered workshops and their employment of handicapped individuals (Volume II: Study of handicapped clients in sheltered workshops and recommendations of the Secretary). Washington, DC: U.S. Government Printing Office, 1979. (NARIC Call No. R0965) (NTIS No. SHR-0003475)

Findings of the second part of a national survey of sheltered workshops drawn from interviews with 3,400 randomly selected clients. Examines relationship between client and the workshop. Covers client characteristics, client services and activities, evaluation of services, and client earnings and other income and benefits. Includes technical notes on methodology of study and results in table form.

U.S. Department of Health, Education and Welfare, Social and Rehabilitation Service. Selling to industry for sheltered workshops. Washington, DC: U.S. Government Printing Office, 1973. (NARIC Call No. 0125) (ERIC Document No. ED125216)

Developed in cooperation with the Advertising Council of America, this booklet is intended to serve as a practical guide for workshops in securing subcontracts to produce services or products for industry. Discusses pricing, promotion, and budgeting for sales.

Vash, C. L. Sheltered industrial employment. (Emerging Issues in Rehabilitation series.) Washington, DC: Institute for Research Utilization, 1977. (NARIC Call No. 02289) (ERIC Document No. ED 150408)

Provides a state-of-the-art review of worldwide experience and concepts concerning accommodated or sheltered employment for disabled workers in both segregated and mainstream environments. Also provides an information base for future planning of implementation strategies for mainstream projects in the United





States. Topics include legal aspects, consumer views, and philosophical perspectives.

Weinburger, T. J. The design and implementation of a uniform staff performance evaluation instrument. Journal of Rehabilitation Administration, 1977, 1(2), 26-31.

Examines the evaluation and appraisal of subordinates' performance, including an historical overview, late developments in performance evaluations, and a research design that investigates this area.

Wesolowski, M. D., K & Bacza, G. L. The sheltered workshop as a community recycling center. Rehabilitation Literature, 1980®, 41(7-8), 180-183.

Considers the time and scheduling of clients in a production workshop. Discusses recycling as an employment and a highly visible organization within the community, and presents prices and costs for a recycling operation. A survey was administered to ascertain whether many agencies (sheltered workshops) were collecting salvage and scrap, and recycling these items.

Whitehead, S. W. A comprehensive action program for sheltered workshops: Part II. Journal of Rehabilitation Administration, 1979, 3(1), 32-41.

The author, speaking for the U.S. Department of Health, Education and Welfare, discusses action plans based on national studies of sheltered workshops and on the 1977 White House Conference on Handicapped Individuals. Major issues and policy problems are summarized, and needed actions are described.

Whitehead, C. W. Sheltered workshops - Effective accommodation or exploitation? Amicus, 1979, 4(5 & 6), 273-275.

Summarizes the findings of several studies of sheltered workshops. Reviews the history of workshops, and discusses advocacy and other major issues in sheltered employment. Identifies the primary challenge for the future as that of competing for funding.

Whitehead, C. W. Sheltered workshops in the decade ahead: Better work and wages, or welfare. Journal of Rehabilitation, 1979®, 45(2), 77-90.





Reports on the review of legislation, regulations, policies and practices of sheltered workshops conducted by HEW following its studies of the employment of disabled people in workshops. Discusses issues related to the future of sheltered employment, including sources of funding.

Whitehead, C. W. A comprehensive action program for sheltered workshops. Journal of Rehabilitation Administration, 1978, 2(3), 115-122.

Summarizes the 1978 U.S. Department of Labor's "Study of Handicapped Clients in Sheltered Workshops." Provides an overview of the service delivery system, client needs, and major problems. Discusses the sheltered workshop in the context of the growing interest in independent living, and makes recommendations for improving services. Includes references.

Whitehead, C. W., & Hawley, I. B. Rights and entitlements of handicapped persons: An issue for public and private rehabilitation service providers. Journal of Rehabilitation Administration, 1981, 5(2), 68-73.

Discusses sources of potential conflict between rehabilitation service providers and their clients. Three studies are cited, including a General Accounting Office report on the annual reevaluation of sheltered workshop employers, and the sheltered workshop study conducted by the U.S. Department of Labor. Includes references.

Wolinsky, D., & Breakstone, A. L. Reporting for the rehabilitation and sheltered workshop. Journal of Accountancy, 1975, 140(1), 56-60.

Addresses the production justification, cost/activity relationships, activity/benefit determinations and alternative operating reports for rehabilitation and sheltered workshop.



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NOTE: Future Role of Rehabilitation Workshops  
(Annotated Reference List)



HV1711 Lorenz, Jerome R.  
L887 Future role of  
F989 rehabilitation workshops.  
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